

Dynamics of Personality in the Workplace

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Part I: Employee/Organization Biography

I have been employed as an Operations Coordinator for Eastman Medical Center's Campus Transformation Department for the past five years, responsible for the day-to-day operations of two multi-specialty facilities, 123 Main Street and 520 Walter Road. Both facilities are leased 25-story buildings; one is owned by Verizon, which occupies floors 3 through 10; Eastman occupies many of the remaining floors. The other building is owned by Columbia Property Trust; however, Eastman occupies the entire building. 123 Main Street opened in 2012 and was the first multi-specialty facility opened by Eastman that wasn't located inside the Hospital's Main Campus. This building has operating rooms; hyperbaric chambers for wound care; endoscopy procedure rooms; a cancer center with infusion care; a pharmacy; labs; and regular office space and exam rooms. 520 Walter Road is currently under construction, part of a 2 phased project that opened as the Ophthalmology Department on April 9, 2018. Since April we have opened three more departments (Radiology, Neurology and Urology) and are set to open Dermatology in three weeks, which will complete Phase 1. Phase 2 commences in September, with the construction of Plastic Surgery and a few other departments that have yet to be programmed.

The Operations Coordinators (OC) role falls under Facility Management. As an OC, I am the focal point for all facility related issues and responsible for keeping the facility compliant with regulatory agencies standards, e.g. CMS (The Centers for Medicare & Medicaid Services); DOH (Department of Health); NFPA (National Fire Protection Association) and all agencies having jurisdiction. Aside from maintaining the buildings infrastructure, some of my other duties include managing and maintaining vendor contracts, interfacing with departmental leadership and evaluating budgetary allocations. Managing two Healthcare facilities such as 123 Main Street and 520 Walter Road has pros and cons, as most things in life do; however, the pros outweigh the cons by far, and offer a very rewarding and satisfying career. The most rewarding thing about working in these buildings-working in health care, for that matter-is knowing that you are providing a safe environment for patients and their families. Everything we do revolves around our patients'

comfort and safety; for instance, if the heating, ventilation and air conditioning (HVAC) systems are not working, that poses not only comfort issues, but also health issues to patients who may have a compromised immune system. Thus, our responsibility to have a solid repair and maintenance program, along with contracted service professionals, is of the utmost importance. Facility Management is an exciting field; every day there is a new challenge or problem to face. Whether a facility, a staff or patient issue, one must be always ready. Moreover, facility management also provides the opportunity to work with people at different levels within the organization, which I find isn't the case with most professions. I am currently pursuing a Bachelor's Degree in Facility Management, which I hope will help further my career. The goal is not to retire as an Operations Coordinator, but maybe a Director of Facilities.

Part 1-B

Eastman Medical Medical Center opened in 1958 as Resilience Hospital and was renamed Fuller Hospital in 1969 in recognition of two prominent and generous benefactors, brothers Jonathan D. and Franklin James Fuller. Eastman Medical Health is one of the nation's premier academic medical centers. Its trifold mission to "serve, teach and discover" is achieved daily through an integrated academic culture devoted to excellence in patient care, education, and research.

Within Eastman Medical Health I work in the Campus Transformation department. This department is responsible for the Facility Management & Design and Construction for the entire Eastman Medical network, and is divided into many smaller departments, such as Design and Construction, Operations, Building Survives, Security, Environmental Services, and Engineering, to name a few. Each department has its own hierarchy, but all departments report to the VP of Campus Transformation, who reports to the President of the Hospital. My department falls under Operations, which manages the off-site locations and some parking facilities. As a OC, I report directly to a facility manager, named Martin. Martin and I have a good working relationship. Martin tends to micro-manage and deflect all questions asked, which makes for an interesting management style.

Part II: Story

In December 2015, I was promoted from Operations Coordinator to "Supervisor of Ambulator Operations in" when Eastman Medical Health acquired Lutheran Hospital (located in Eastman Medical Annex). A colleague of mine, Jair, was also promoted. However, he was promoted to Facility Manager and he was my direct report. I worked alongside Jair for three months when I first started my career at Eastman in 2013, and had few interactions with him after that. We had a decent working relationship until I noticed some aspects of his character that didn't gel well with me, so I kept

my distance. One incident happened when I was covering for him while he was on vacation. A department administrator requested new locks for her department, so I naturally took the steps to get this job done and was awaiting approval from Jair's manager but never received such approval. Upon Jair's return, I inquired about the project and asked why his manager never got back to me. He replied in a superior tone, "These are my buildings. Anything that needs to get done goes through me, and I already took care of it. The locks and the project are underway." At that very moment, I decided I would not lift a finger to assist Jair again and I never did. Fast forward to December 2015: Jair has been named the new Facility Manager for Eastman Medical Annex, and I have been named Supervisor. I knew that reporting to him wasn't going to be easy due to his temperament, but I also wasn't going to let my career be contingent on another human being or their behavior for that matter. In my new role, I was responsible for the day-to-day facility operation (i.e., repair and maintenance) and had five union employees who reported to me directly. During any acquisition, there is culture change and uncertainties on both sides, but more so on the company being acquired. Questions are asked such as: What will the new management team will be like? What changes will be made? Will I lose my job? However, unbeknownst to them, I had major uncertainties of my own. How would working for Jair affect my management of these mechanics and how would that in turn affect this transition? At an early start, Jair made the point to let me know that he was the "BOSS" and that things should be funneled through him, whether that be communication to upper management or mechanics.

I took this in stride and started to manage the repairs as needed, but Jair was always hovering. One interaction between Jair and myself ultimately led to me stepping down from the position of Supervisor and returning to Operations Coordinator. A liability audit was conducted by our insurance carrier at one of our facilities. They noted in the report that we had potential trip and fall hazards on the sidewalk requiring immediate repair, so a contractor was brought in for proposal. Jair decided to send a communication to building occupants including the medical director of the repair and impact to the facility-without asking my opinion. His plan was to repair the sidewalk from 8 a.m. Friday through Sunday. The medical director agreed, but only if the patients would be safe entering the facility. I replied only to Jair, saying that it may not be a good idea to replace the sidewalk at that time, because Fridays are usually busy. I suggested that we should have the contractor do the work on Saturday and Sunday, when there are no patients. Paying for the OT would be better than putting patients at risk. Jair replied and added the Director of Facilities back to the email to say that precautions would be made, and that if anything happened, the contractor would be held responsible. After the repair was completed, Kirst called me to his office to have a meeting and said that he didn't like the fact that I challenged his decision, and that he was the boss. "HI, tell you to do something, do it." At that moment I knew I could no longer work for Kirst.

Part III: Personality Analysis

My score on the Big 5 personality traits and the DOPE Test is as follows: Big 5 - Openness to Experience - 7; C - Conscientiousness - 7; E - Extraversion/Introversion - 6; A - Agreeableness - 7; N - Neuroticism - 4; DOPE Test - Rational Pea-Cock. Putting together the personality traits and DOPE Test results for Jair isn't easy; after some deliberation I concluded the following results: O - 7; C - 6; E - 8; A - 3; N - 4; and the DOPE Test - Eagle.

Kirst and I have two very different personalities. First let's look at the DOPE Test results and how these personalities affected our working relationship. This may be biased, but I find myself focusing on the negative traits of the Eagle when aligning them to Jair's behavior. The only positive traits I can apply to him is aggressiveness, even though he doesn't use his aggressiveness in a positive way, and motivation. The one thing I do respect about him is that he worked his way up the ladder and is motivated to get to the next level. I was hoping, because we came from the same position and we both worked hard to get to this point, that our relationship would be one of equal support, guidance, and working together to achieve the same goals. I do believe my personality played a role in our working relationship. The "rational peacock" has negative traits as well, and the ones I can identify with are emotionality and selfishness. These can put a different tone and perspective on communication and interaction.

The Big 5 personality traits probably caused most of the issues between Jair and me over the years. His agreeableness rating is low, he does not play nicely with others, and he is not well liked socially. This is the consensus from both the people who report to him and the different departments he supports and interact with. Communicating with Jair was difficult, especially conversations about improvement ideas, or the direction we should take as a department. Things were either turned down or rephrased in his words later. Reflecting on our day-to-day working relationship, I realized that we did have things in common, and worked well together, all things being considered. We both score well on conscientiousness and extraversion traits, which made for a very effective team. As a team, we were able to implement better training programs for the mechanics, create preventive maintenance schedules, hold vendors to a higher standard, and make sure they adhered to the service level agreements (SLA) that they signed. Within a year, we were able to reduce a backlog of 500 plus repairs and maintenance work orders by 75%. We achieved this by holding the mechanics accountable, which wasn't being done before. Different personalities within an organization can make your life very stressful or easy. The one thing I learned is that you have to understand what your personality weaknesses and strengths are. Then and only then can you manage others.

Nominating Faculty: Professor Eric Rodriguez, Psychology 2404, Department of Social Science, School of Arts and Sciences, New York City College of Technology, CUNY.

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